

CSS INSTRUCTION CIRCULAR #57-9

ANNEX C

PROJECT C

FORMULATING NATIONAL SECURITY POLICY AND MILITARY PLANNING GUIDANCE

1. PURPOSE: To understand the functions and relationships involved to formulate national security policy and military planning guidance to achieve U. S. objectives.
2. SCOPE: To combine power and policy and set up favorable conditions for attainment of national objectives we face a situation in which the four major elements of national power are developed and used in accepted and established ways to approach problems, set priorities, decide what should be done and to do things based upon principle or expediency. While policies do provide direction and guidance they are much too nebulous to provide a concise tool with which we may work at the operating level. This project shows the organizational machinery which has been established to bridge from the abstract of policy to the concrete of plans and shows the procedure employed in this refinement process to give us the tools we require.
3. METHODOLOGY: This project consists of four lectures and is supported by required reading assignments. The project and the unit, are terminated by a seminar which provides an opportunity to display and employ knowledge gained in the area of formulating national policies and military planning guidance.
4. READING ASSIGNMENTS:
  - a. "Power and Policy", Thomas K. Finletter, former Secretary of the Air Force.

- b. Extract of Presidential, Reorganization Plan O. 6, 1953
- c. Extract U. S. Government Organization Manual, 1956-57, "Joint Chiefs of Staff", pages 134 and 135.

**2 Incls:**

- 1. APPENDIX #1 - Period Synopses
- 2. APPENDIX #2 - Seminar Requirement

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APPENDIX #1

PERIOD SYNOPSSES

PERIOD CODE: CSS-1721  
2:-1001G

PERIOD TITLE: Functions and Planning  
Guidance of the OSD.

PERIOD OBJECTIVES: To understand the relational functions among the  
Secretary of Defense, his under secretary, assistant secretaries  
and the three service secretaries.

RESUME OF PERIOD: This period will explain the legal authority of the  
Secretary of Defense, his under secretary and assistant secretaries  
and the attendant responsibilities which are imposed upon them. It  
will show the unique position of the Chairman of the JCS and the dual  
nature of his responsibilities and emphasize the planning functions  
of the OSD in the early stages.

PERIOD CODE: CSS-1722  
2:-1001G

PERIOD TITLE: Legal authority,  
functions and planning problems  
of the Joint Chiefs of Staff.

PERIOD OBJECTIVE: To understand the advisory and planning functions of  
the Joint Chiefs of Staff.

RESUME OF PERIOD: This period will explain the legal position and lines  
of authority of the Joint Chiefs of Staff and will show the system of  
checks and balances imposed upon them, both individually and severally.  
It will show how the JCS function and why they function primarily as  
advisors and strategic planners.

PERIOD CODE: CSS-1723  
2:-1001G

PERIOD TITLE: Joint Chiefs of  
Staff Planning Guidance

PERIOD OBJECTIVE: To understand the effect of JCS plans and planning  
cycle of the USAF.

RESUME OF PERIOD: This period will explain the essentials of our three plans, the Joint Long Range Strategic Estimate, the Joint Strategic Objectives Plan and the Joint Strategic Capabilities Plan and the effect of these plans on the USAF.

PERIOD CODE: CSS-1724  
2:-1001G

PERIOD TITLE: Current Problems  
of the Secretary of the Air Force

PERIOD OBJECTIVE: To understand the Air Secretary's current policy and other problems bearing on AF effectiveness and readiness.

RESUME OF PERIOD: This period will show the various problems exerting pressure on the Air Secretary and the effect these pressures exercise upon Air Force effectiveness and readiness.

PERIOD CODE: CSS-1725  
4:-3000

SEMINAR TITLE: National Security  
Policy and Planning Guidance

PERIOD OBJECTIVE: To teach the processes of formulating and implementing National Security Policies.

RESUME OF PERIOD: The seminar will be presented with a situation requiring consideration and implementing action by the major policy groups in the Executive Department. The seminar will be required to establish and justify positions for the NSC, OSD and JCS.

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SEMINAR REQUIREMENT

SEMINAR TITLE: National Security Policy and Military Planning Guidance.

1. PURPOSE: The purpose of this seminar is to increase your understanding of the processes involved in the formulation of National Security Policies and Military Planning Guidance. The specific objectives are:

a. To understand the complex inter-relation between the various governmental agencies which must work together to formulate national policies -- to determine who contributes what to their formulation.

b. To understand the manner in which policy is translated into action down the chain of command and authority.

c. To appreciate the tremendous effort involved to provide integrated planning and policy guidance on which to base military plans, programs and operations.

d. To appreciate the procedural, relational and organizational problems involved in preparing JCS positions and planning guidance.

2. SCOPE: This is a student led four-hour seminar, divided into two phases.

Phase I of the seminar will be a guided learning discussion in which the seminar chairman will be provided with a series of pertinent questions designed to highlight certain areas to assure that the thinking of the group is oriented and that all groups will approach phase II in similar manner.

In Phase II you will be presented with a hypothetical situation of sufficient magnitude to require the attention and interested cooperation of many of the agencies concerned with the formulation of national

security policy. During this phase you will devote your effort toward preparing and logical and effective method of implementing policy to show how it may be carried out effectively.

It is important to remember that this is not a seminar which requires the group to play the role of any particular policy making or implementing organization; rather it is a discussion session where you should recall pertinent information gained from the preceding lectures and reading assignments and apply it to the posed situation to show the development of a coordinated and integrated planning guidance.

3. BACKGROUND INFORMATION: During the preceding two weeks you will have been given an opportunity to hear a few of many men assigned to organizations designed to provide our government with the direction required to maintain a stable position in the ever-shifting course of world events. World conditions and our relationships with other nations never remain static; it then becomes impractical to chart an understanding impractical to chart an undeviating course or attitude. Rather, our policy must follow the contours created by the constantly changing terrain of world opinion in which all nations strive for dominant position and achievement of national objectives.

There are tools available which, judiciously employed, may assist in planning an acceptable long range policy. They are, essentially, a recognition of the facts which govern our position in the world — and our ability to maintain and improve that position; the economic, political and military factors of opposing nations in relation to our own and the conflicts in ideologies and attitudes between our own and other nations. Recognition along of these factors however will not supply the needed information on which to base sound policy.

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imagination, judgement and the power of decision are the catalysts which must be applied to create an effective policy. These qualities cannot be procured "off the shelf" -- they are the products of the experience, ability and emotional and mental maturity of the men who have been selected to fill the key positions in our government. Similarly, the quality of your seminar product will depend upon the degree to which you conscientiously apply your own abilities to resolve the hypothetical situation which has been posed to you.

4. REQUIREMENTS:

- a. Study: Comprehensive review of your notes on the lectures throughout the unit and the outside reading requirements.
- b. Seminar: A handout will be provided at the beginning of the seminar, containing all the necessary background information and outlining the approach to the proposed situation.

SCHEDULE OF INSTRUCTION

UNIT NINE

THE UNITED STATES

Project A - Elements of Power

11 - 23 February 1957

	FIRST PERIOD	SECOND PERIOD	THIRD PERIOD	FOURTH PERIOD
MONDAY A.M. 11 Feb	CSS-1701 The U. S. Economic Instrument of National Power	CSS-1702 The U. S. Political Instrument of National Power	CSS-1702 Continued	CSS-1703 The U. S. Military Instrument of National Power
P.M.	School Time	S Continued	Continued	Continued
TUESDAY A.M. 12 Feb	RESEARCH	Continued	Continued	Continued
P.M.	RESEARCH	Continued	Continued	Continued
WEDNESDAY A.M. 13 Feb	CSS-1704 The U. S. Psycho-Social Instru- ment of National Power	CSS-1704 Continued	Project B - Sources of National Policy CSS-1711 U. S. National Objectives, Strategies & Policies	CSS-1711 Continued
P.M.	School Time	Continued	Continued	Continued
THURSDAY A.M. 14 Feb	CSS-1712 The Execu- tive Office of the President	CSS-1712 Continued	CSS-1713 The Depart- ment of State	CSS-1713 Continued
P.M.	School Time	Continued	Continued	Continued
FRIDAY A.M. 15 Feb	CSS-1714 The Role of the CIA	CSS-1714 Continued	CSS-1715 The Office of Defense Mobilization	CSS-1715 Continued
P.M.	CSS-1716 The Voice of Congress in National	CSS-1714 Continued	Commandant's Time	Continued



Project C - Formulating National Security Policy  
and Military Planning Guidance

	FIRST PERIOD	SECOND PERIOD	THIRD PERIOD	FOURTH PERIOD
MONDAY A.M. 18 Feb	CSS-1721 Functions & Planning of the OSD	CSS-1721 Continued	CSS-1722 Legal Authority functions and Planning Problems of the JCS	CSS-1722 Continued
P.M.	School Time	Continued	Continued	Continued
TUESDAY A.M. 19 Feb	RESEARCH	Continued	Continued	Continued
P.M.	RESEARCH	Continued	Continued	Continued
WEDNESDAY A.M. 20 Feb	CSS-1723 Joint Chiefs of Staff Planning	CSS-1723 Continued	CSS-1724 Current Problems Facing the Secretary of the Air Force	CSS-1724 Continued
P.M.	School Time	Continued	Continued	Continued
THURSDAY A.M. 21 Feb	CSS-1725 National Security Policy & Military Planning Guidance	CSS-1725 Continued	CSS-1725 Continued	CSS-1725 Continued
P.M.	School Time	Continued	Continued	Continued
FRIDAY A.M. 22 Feb	Holiday	Continued	Continued	Continued
P.M.	Holiday	Continued	Continued	Continued

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